

SKILLS FRAMEWORK FOR AIR TRANSPORT SKILLS MAP – MANAGER (BAGGAGE SERVICES)		
Sector	Air Transport	
Sub-Sector	Airport	
Track	Baggage Services	
Occupation	Baggage Services Manager	
Job Role	Manager (Baggage Services)	
Job Role Description	<p>The Manager (Baggage Services) develops operational strategies to improve baggage handling standards and productivity of teams. He/She leads the development of Standard Operating Procedures (SOPs) to reflect changes in technology, regulatory requirements and performance expectations. He reviews statistics and reports on baggage handling failures and develops systems to monitor adherence to safety and security standards. He drives business development efforts by recommending new products and services that meet customers' needs. He is also responsible for developing the teams' technical capabilities and maintaining positive morale within the teams.</p> <p>The Manager (Baggage Services) possesses strong interpersonal and stakeholder management skills to build and maintain stakeholder relationships. He has strategic thinking capabilities and foresight to formulate baggage services operations. In addition, he is adaptable and manages stressful situations within a tight time frame. The Manager (Baggage Services) also has excellent communication and people management skills with strong analytical and computer literacy skills.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Administer baggage handling activities	Develop Standard Operating Procedures (SOPs) for baggage handling activities
		Determine implications of new technology and regulations on baggage handling activities and make necessary adjustments
	Manage delayed, lost and/or damaged baggage	Review statistics and reports regarding baggage handling failures and develop action plans to reduce occurrences
		Mitigate penalties received as a result of baggage handling failures
	Uphold safety and/or security standards	Identify safety and/or security risks and develop plans to mitigate identified risks
		Develop systems to monitor adherence to safety and/or security standards
		Lead continuous improvement projects to improve safety and/or security in the organisation
	Influence organisational development	Conduct interviews and make hiring decisions
		Develop staff through capability development and coaching
		Address complaints and key concerns impacting staff morale and performance
		Lead change management in the organisation

	Drive business development operations	Analyse customers' needs to modify products and services		
		Recommend new products and services to customers		
		Propose initiatives to enhance productivity and innovation		
	Build business network	Develop partnerships with airport agencies, authorities, customers and/or vendors		
Work with diverse group of stakeholders to meet the needs of multicultural audiences				
Skills & Competencies	Technical Skills & Competencies		Generic Skills & Competencies (Top 5)	
	Accident and Incident Response Management	Level 3	Problem Solving	Advanced
	Aircraft Turnaround Coordination	Level 4	Communication	Advanced
	Baggage Handling Operations	Level 4	Decision Making	Advanced
	Baggage Lost and Found Operations	Level 4	Managing Diversity	Advanced
	Baggage Security Screening Operations	Level 4	Sense Making	Advanced
	Baggage Services Management	Level 4		
	Business Development	Level 5		
	Business Negotiation	Level 5		
	Change Management	Level 5		
	Crisis Communication and Media Management	Level 4		
	Customer Relationship Management	Level 5		
	Financial Planning and Budget Management	Level 4		
	Ground Handling Services and Operations Management	Level 5		
	Hazard and Risk Control and Policy Management	Level 4		
	Human Factors Management	Level 5		
	Human-Robot Collaboration	Level 5		
	Inclement Weather Operations and Planning	Level 5		
	Innovation Management	Level 5		
	International Air Transport Association Safety Audit for Ground Operations Implementation	Level 5		

	Internet of Things Application	Level 5	
	Learning and Development	Level 5	
	Manpower Planning	Level 5	
	Process Improvement and Optimisation	Level 5	
	Service Innovation	Level 5	
	Stakeholder Management	Level 5	
	Standard Operating Procedures Development	Level 5	
	Technology Application	Level 4	
Programme Listing	For a list of Training Programmes available for the Air Transport sector, please visit: www.skillsfuture.sg/skills-framework/air-transport		

The information contained in this document serves as a guide.